

King County 2009 Employee Survey Report

October 5, 2009

Prepared for:
King County
Office of Strategic Planning and Performance Management

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King County
Office of Strategic Planning and Performance Management
King County 2009 Employee Survey Report
Executive Summary

October 5, 2009

The King County Office of Strategic Planning and Performance Management (OSPPM) conducted a survey of King County employees in July 2009 to assess employees' opinions and experiences, including employee satisfaction and morale. Survey results will be used in the strategic planning process and to obtain baseline information to measure changes in employee opinions over time.

All county employees were invited to participate in the 2009 employee survey, except those in the District Court, Superior Court, and Amalgamated Transit Union (ATU), which chose to opt out of the survey. Although the courts did not participate in the survey, results from other employee surveys conducted by District and Superior Courts will be used in the strategic planning process.

Employees with email addresses were surveyed on-line, and employees without email addresses were given paper copies of the questionnaire and asked to return them in a postage-paid envelope directly to the research consultant. A total of 5,129 employees participated in the employee survey, 51 percent of the 10,094 county employees asked to participate in the survey.

Key findings and conclusions of the King County 2009 employee survey are as follows:

Working in King County

- Employees consider King County a good place to work. Over 70 percent of the employees said that they “agree” or “strongly agree” with the statements, “I would recommend King County as a good place to work,” “A spirit of teamwork and cooperation exists in my immediate workgroup,” and “King County employees are treated with respect regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.” Over 60 percent of the employees said that they were “extremely satisfied” or “very satisfied” with their jobs.
- There is room for improvement in the way in which King County approaches problem solving. Under forty-three percent of the employees said that they “agree” or “strongly agree,” and 29 percent or more “disagree” or “strongly disagree,” that “King County strives to anticipate and solve problems before they arise,” “The departments and agencies in King County are working together to achieve common goals,” and “King County is open to new ideas to improve the way we work.”

Service Delivery

- To improve service delivery, King County should emphasize improving systems, equipment, technology, and access to information, while also attending to employee needs and training. At least 74 percent of employees rated three approaches to improving service delivery 4 or 5 on a five-point scale where five means “extremely important”: “Improving systems to increase efficiency,” “Investing in equipment and technology so that employees can do their jobs,” and “Improving access to information.” Between 68 and 71 percent of the employees rated “Increasing the county’s commitment to employees’ work/life balance,” “Allowing more flexibility in employee schedules and work approaches,” and “Focusing on employee training and professional development” a 4 or a 5 on the five-point scale where five means “extremely important.”

Priorities for King County

- According to employees, “Keeping people safe” should be the most important priority for King County service delivery and decision making. “Keeping people safe” was ranked among the top three of eight goals for King County service delivery and decision-making by 63 percent of employees. “Providing high quality customer service and accountability” and “promoting transportation, including public transit” were ranked next highest; 41 and 29 percent of employees, respectively, ranked these among the top three goals. “Promoting equity and social justice” was ranked lowest, with 19 percent of employees ranking it among the top three goals.

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King County 2009 Employee Survey Report

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As part of the employee engagement component of its county-wide strategic planning, the King County Office of Strategic Planning and Performance Management (OSPPM) conducted a survey of King County employees in July 2009. The employee survey was designed to assess employees' opinions and experiences, including employee satisfaction and morale. Survey results will be used in the strategic planning process; the Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis; and to obtain baseline information to measure changes in employee opinions over time.

Several King County departments or agencies, including the Departments of Development and Environmental Services, Natural Resources and Parks, and Transportation, as well as Superior and District Courts, have conducted surveys of employee opinions, satisfaction, and morale. These surveys have been used in departmental planning, assessment, and performance measurement. However, the survey described in this report is the first county-wide survey designed to assess employee opinions, satisfaction, and morale.

All county employees were invited to participate in the 2009 employee survey, other than those in the District Court, Superior Court, and Amalgamated Transit Union (ATU), which chose to opt out of the survey. Although the courts did not participate in this survey and therefore are not reflected in this report, results from the courts' employee surveys will be used in the strategic planning process.

This report describes the King County 2009 employee survey. Research objectives are discussed first, followed by research methods, results, and key findings and conclusions. The appendix includes copies of the email messages sent to employees about the survey, the questionnaire used in the survey, and tables showing selected survey results. Additional tables that show all survey results are available separately.

Objectives

The information objectives of the survey included the following:

- Assess employees' job satisfaction and morale,
- Assess employees' opinions of customer service delivery in King County, and
- Assess employees' opinions of and priorities regarding the missions and goals of King County.

Research Methods

Questionnaire. The questionnaire used in the employee survey was designed to gather information about employee opinions and experiences that would be helpful in strategic planning and that would provide baseline information to measure changes in employees' opinions over time. More specifically, the questionnaire addressed working for, providing service in, and priorities for King County, and it built on previous departmental surveys.

The questionnaire was developed by the research consultant and OSPPM staff with the review and input of the Employee Engagement Subcommittee of the Performance Management Work Group and the entire Performance Management Work Group. The questionnaire also was reviewed by the unions participating in the county's Labor Roundtable. A copy of the questionnaire is included in the appendix.

Procedures. In order to give all employees an opportunity to provide input to the strategic planning process, all county employees were invited to participate in the 2009 employee survey, other than court employees and ATU members, who opted out of the survey. Thus, approximately 10,094 employees were asked to participate in the survey; 9,208 of these employees had email addresses and were surveyed on-line, and 886 had no email addresses and were surveyed on paper.

The survey procedures were as follows:

- On July 14, 2009, an email message was sent from the County Executive inviting employees to participate in the survey. This message was intended to reach all employees, however the distribution list inadvertently excluded some employees with email addresses who should have been included. Therefore, on July 16, 2009, a second invitation to participate in the survey was sent from the Executive to all 9,208 employees with email addresses, other than court employees and ATU members.
- Also on July 14, 2009, paper copies of the questionnaire with an introductory statement were sent to departments that have employees without email addresses. The departments distributed these questionnaires to the 886 employees without email addresses. Employees were asked to complete and return the questionnaire directly to the research consultant in an attached, postage-paid return envelope.
- In addition, late in the week of July 14 or during the week of July 21, many department directors, heads of offices, or chiefs of staff sent reminders to their employees encouraging them to participate in the survey. Also, some departments communicated about the survey in management team meetings, staff meetings, or employee newsletters.

- On July 28, 2009, an email message was sent from the County Executive to all employees, thanking those who had already participated and encouraging others to participate in the survey by July 31, 2009.

Participation in the survey was voluntary, and all responses to the survey were anonymous and confidential.

On-line responses were accepted until August 4 and paper responses were accepted until August 8, 2009. Thus, employees had over three weeks to complete the survey. Copies of the email messages from the County Executive and the introductory statement sent with the paper questionnaire are included in the appendix.

Response. By August 8, 2009, a total of 5,129 employees had participated in the employee survey, 51 percent of the 10,094 county employees invited to participate. A total of 4,914 employees completed the survey on-line, and 215 employees returned paper copies of the questionnaire. The survey response rate by department is shown in the following table.

Please note that the employee counts in the following table are based on the numbers of employees in July 2009, as reported by human resources personnel in each department or agency. These numbers may differ from employee counts available from other sources, such as Human Resources Division position counts, FTE counts, or email addresses.

Employee Survey Response Rate

Department or Agency	Response Count	Employee Count	Response Rate
Adult & Juvenile Detention	379	976	39%
Assessments	97	214	45%
Community & Human Services	247	350	71%
Development & Environmental Services	138	178	78%
Elections	25	62	40%
Executive Offices (including OMB and OSPPM)	92	112	82%
Executive Services (including FMD, FBOD, HRD, OEM, and RALS)	534	908	59%
Judicial Administration	90	222	41%
Legislative Offices (including Council, County Auditor, and Ombudsman)	65	144	45%
Natural Resources & Parks	685	1,584	43%
Office of Information Resource Management	109	203	54%
Prosecuting Attorney's Office	282	500	56%
Public Health	917	2,065	44%
Sheriff's Office	353	1,054	33%
Transportation	999	1,522	66%
Did not identify Department or Agency	117		
<i>Total</i>	<i>5,129</i>	<i>10,094</i>	<i>51%</i>

Limitations

If the 5,129 survey participants comprise a random sample of the total population of 10,094 county employees invited to participate in the survey, the maximum margin of error would be expected to be less than ± 1.0 percent at the 95 percent confidence interval ($p < .05$). However, the employees who chose to participate in the survey are not a random sample of all employees, and the employees who participated may not be similar to employees who did not participate in the survey. In addition, survey respondents do not include court employees and ATU members. Therefore, we cannot specify the margin of error associated with these survey results, and some caution should be used when interpreting results.

Results

Employee survey results are presented below for each of the information objectives of the survey,¹ followed by a discussion of differences in results due to employees' work location, supervisory responsibilities, and tenure with King County. Employees' background information is presented last.

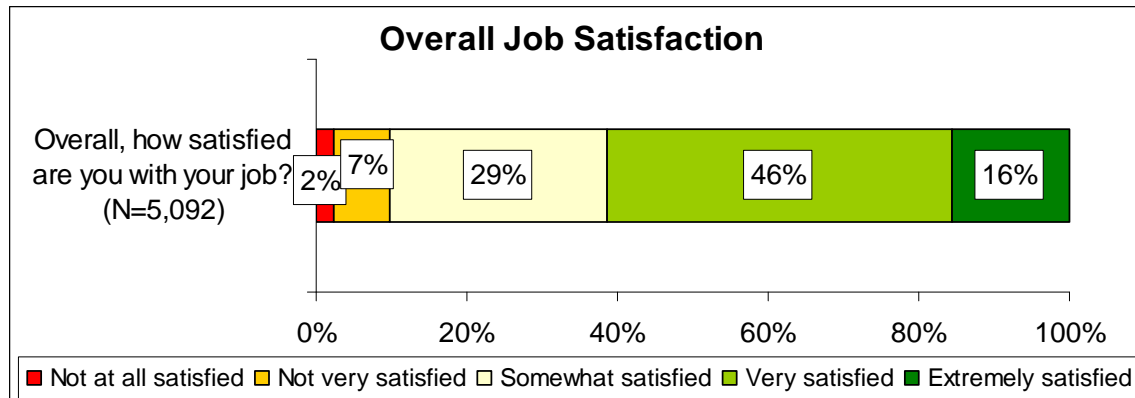
Results are based on the number of employees answering each question, which was less than 5,129, since not all employees answered every question. The number of employees answering each question is noted in the charts and tables below (e.g., N=5,092). Percentages do not always total 100 in the following charts due to rounding.

Tables showing the average ratings of survey items are included in the appendix.

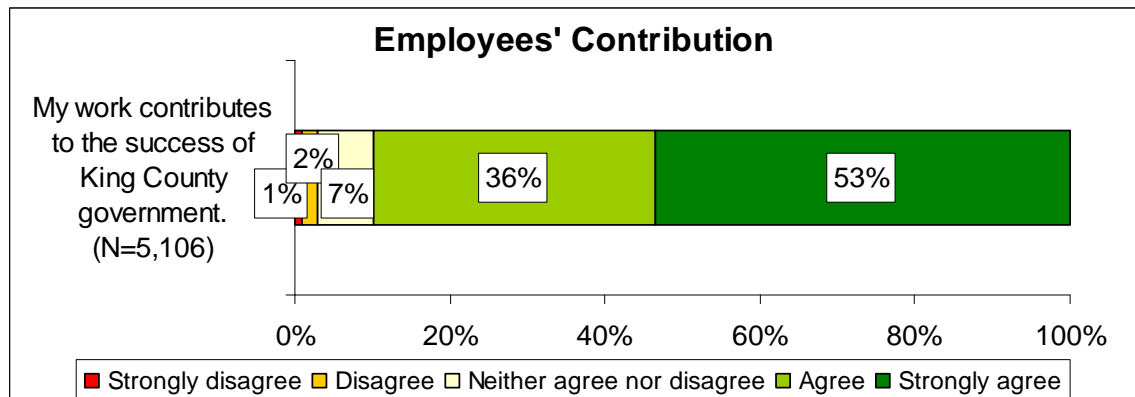
Job Satisfaction and Morale

Employees were asked a series of questions about working for King County, including their overall job satisfaction. As the next chart shows, 62 percent of the employees said that they were "extremely satisfied" or "very satisfied" with their jobs. Just two percent of the employees said that they were "not at all satisfied," and seven percent said that they were "not very satisfied" with their jobs.

¹ A factor analysis of the 17 questionnaire items that asked for ratings regarding employees' work was conducted to determine how the items could be grouped into meaningful clusters for discussion. The information objectives of the survey, which also corresponded to the sections of the questionnaire, reflected the three factors that emerged from the factor analysis (*SPSS 15.0 for Windows*, Release 15.0.1.1, 3 July 2007).



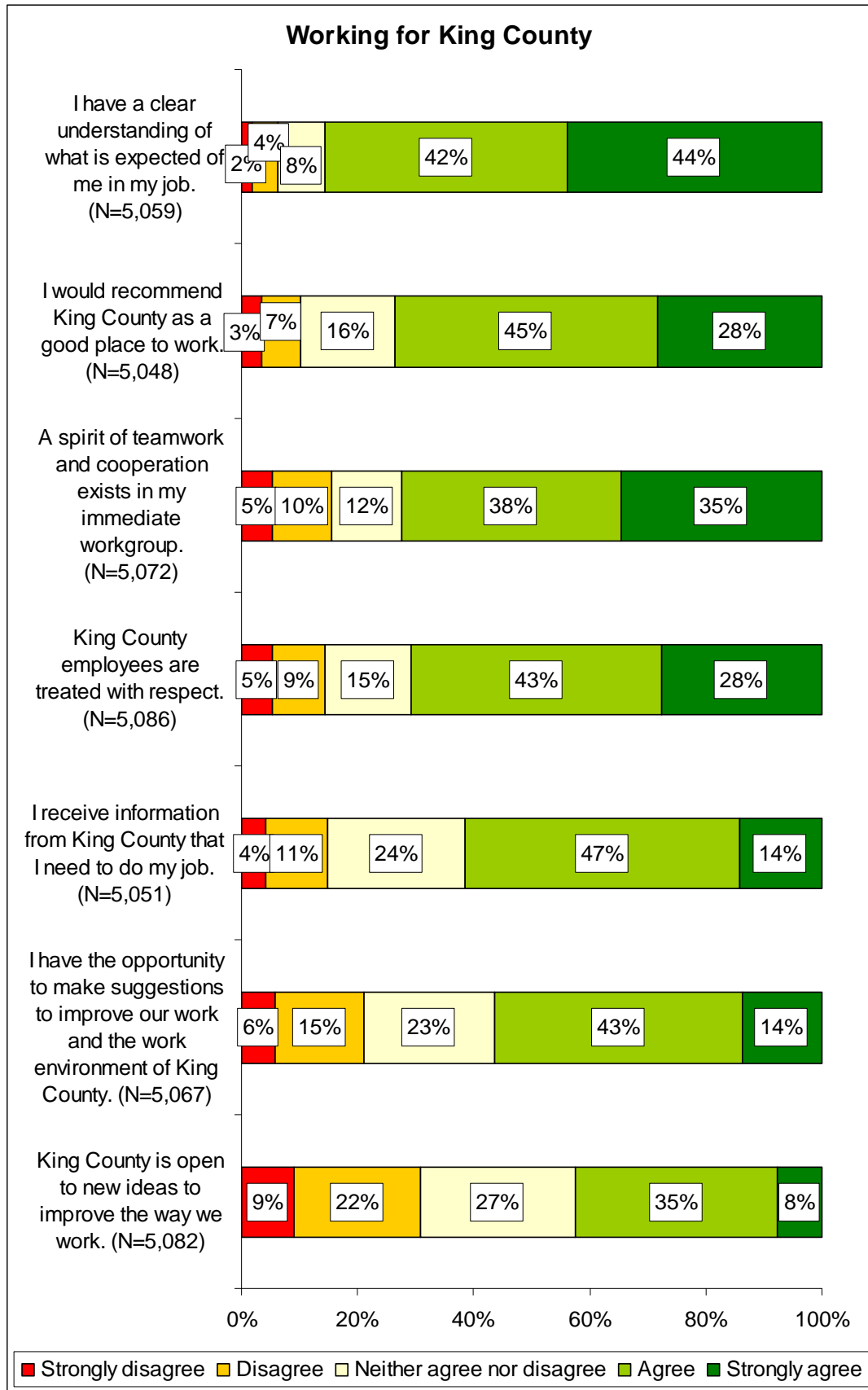
Almost 90 percent of the employees said that they “agree” or “strongly agree” with the statement, “My work contributes to the success of King County government.” Only three percent of employees said that they “disagree” or “strongly disagree” with this statement, as shown in the next chart. This was the highest-rated item in the survey.



Ratings of the other seven items that relate to working for King County are shown in the next chart and summarized as follows:

- Eighty-six percent of the employees said that they “agree” or “strongly agree,” and six percent “disagree” or “strongly disagree,” with the statement, “I have a clear understanding of what is expected of me in my job.” This was one of the highest-rated items in the survey.
- Between 71 and 73 percent of the employees said that they “agree” or “strongly agree,” and between 10 and 15 percent said that they “disagree” or “strongly disagree,” with the statements, “I would recommend King County as a good place to work,” “A spirit of teamwork and cooperation exists in my immediate workgroup,” and “King County employees are treated with respect regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.”

- Sixty-one percent of the employees said that they “agree” or “strongly agree,” and 15 percent “disagree” or “strongly disagree,” with the statement, “I receive information from King County that I need to do my job.”
- Fifty-seven percent of the employees said that they “agree” or “strongly agree,” and 21 percent “disagree” or “strongly disagree,” with the statement, “I have the opportunity to make suggestions to improve our work and the work environment of King County.”
- Forty-three percent of the employees said that they “agree” or “strongly agree,” and 31 percent “disagree” or “strongly disagree,” that “King County is open to new ideas to improve the way we work.” This was one of the lowest-rated items in the survey.

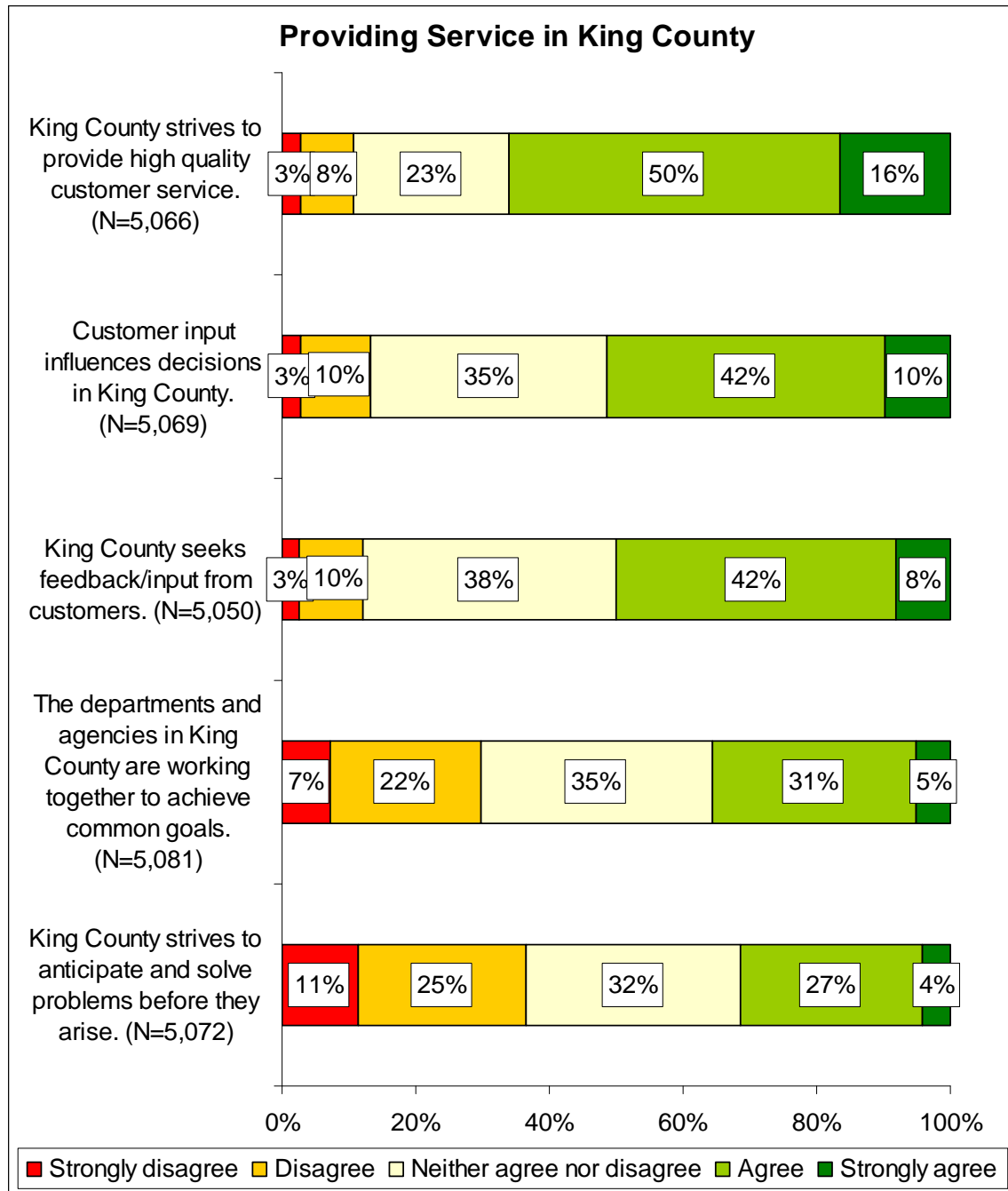


Providing Customer Service in King County

Five items in the survey examined customer service delivery in King County. The highest rated of these items was, “King County strives to provide high quality customer service.” The lowest-rated of these items was, “King County strives to anticipate and solve problems before they arise.”

- Two-thirds of employees (66%) said that they “agree” or “strongly agree,” and 11 percent “disagree” or “strongly disagree,” that “King County strives to provide high quality customer service.”
- About half of the employees said that they “agree” or “strongly agree,” and 13 percent “disagree” or “strongly disagree,” with the statements, “Customer input influences decisions in King County,” and “King County seeks feedback/input from customers.”
- Thirty-six percent of employees said that they “agree” or “strongly agree,” and 29 percent “disagree” or “strongly disagree,” that “The departments and agencies in King County are working together to achieve common goals.”
- Thirty-one percent of employees said that they “agree” or “strongly agree,” and slightly more (36%) employees “disagree” or “strongly disagree,” that “King County strives to anticipate and solve problems before they arise.” This was the lowest-rated item in the survey.

These results are shown in the next chart.



Mission, Goals, and Priorities

Employees were asked about their familiarity with their “department, division, or agency’s” mission and goals and performance measures, as well as whether the mission and goals give direction to employees’ work. Some employees indicated that their department, division, or agency did not have mission and goals (3%) or performance measures (6%), as shown in the next table.

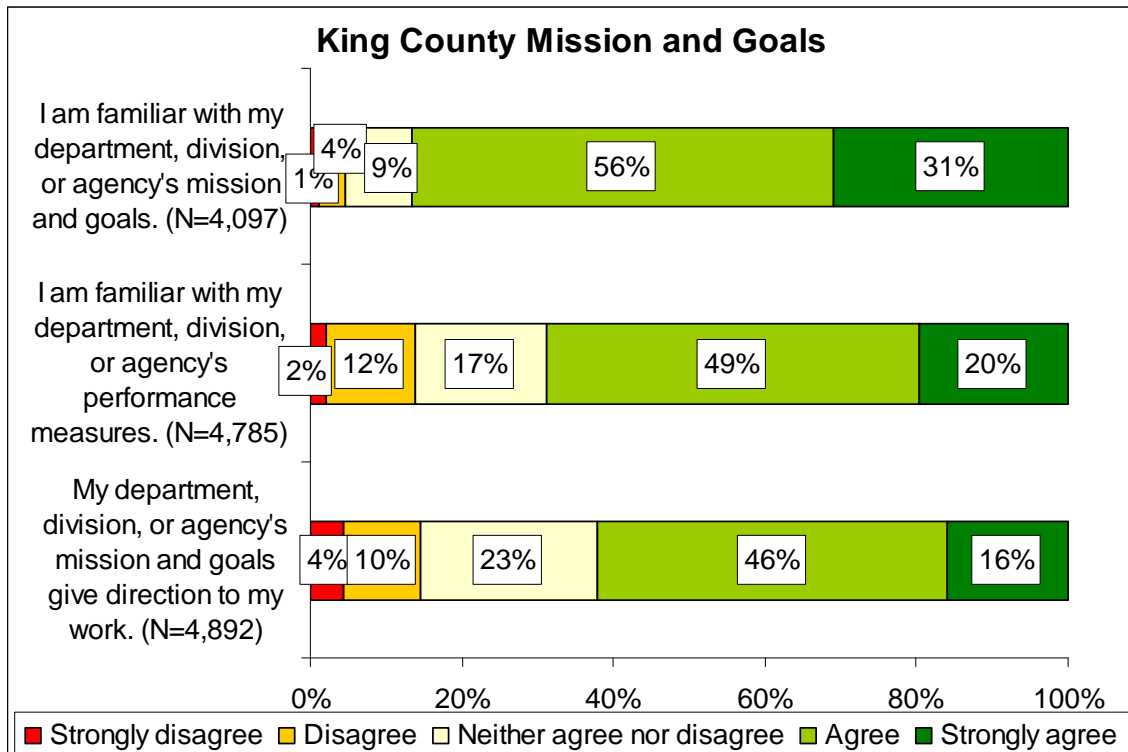
Employees' Awareness of Mission/Goals and Performance Measures

Questionnaire Item	Number answering question	Number "Don't have/not aware of"	Percent "Don't have/not aware of"
I am familiar with my department, division, or agency's mission and goals.	5,072	165	3%
My department, division, or agency's mission and goals give direction to my work.	5,056	164	3%
I am familiar with my department, division, or agency's performance measures.	5,089	304	6%

Among employees who knew of the mission and goals, 87 percent said that they “agree” or “strongly agree,” and five percent “disagree” or “strongly disagree,” with the statement, “I am familiar with my department, division, or agency’s mission and goals.” This was one of the highest-rated items in the survey.

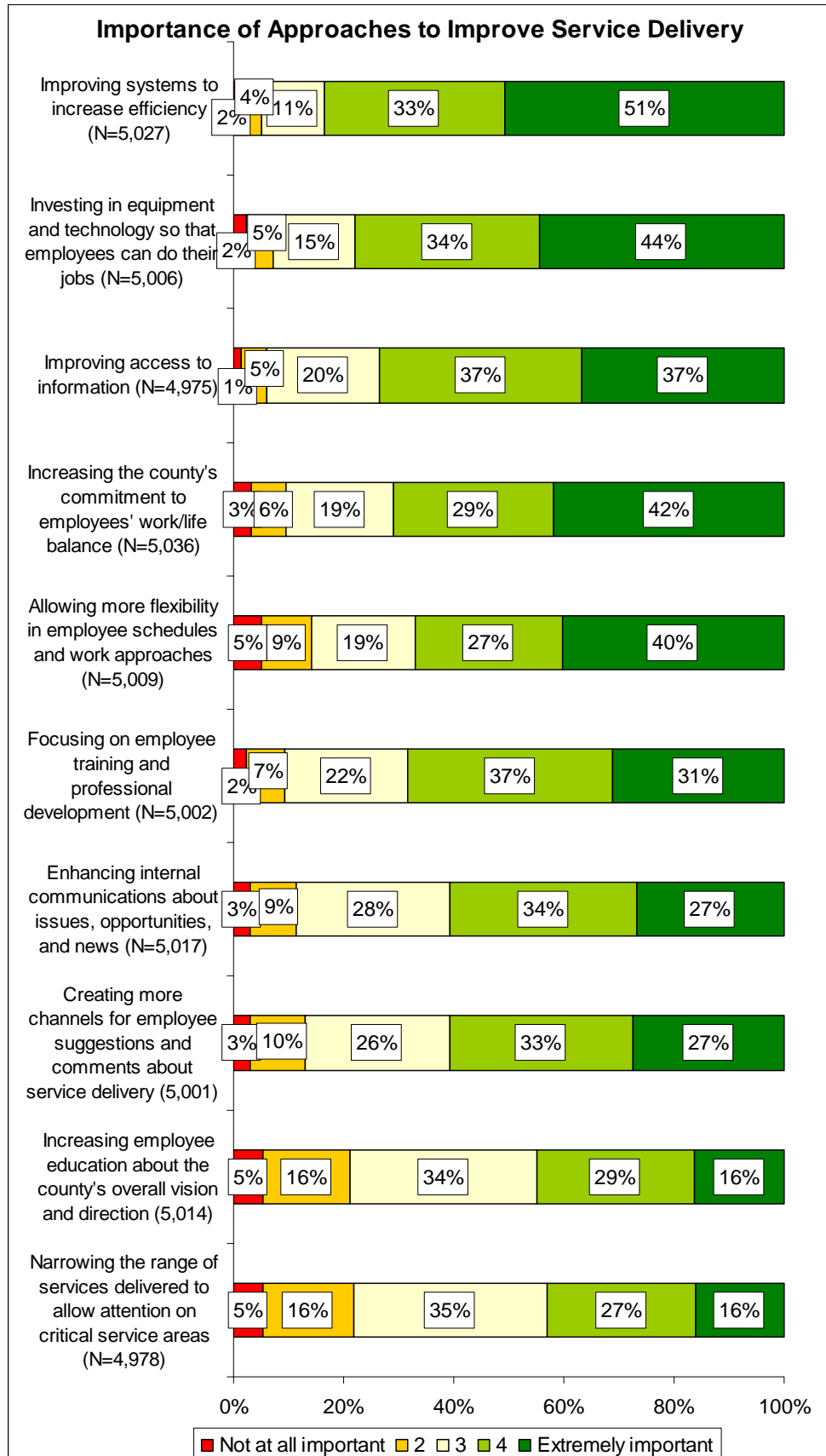
Among employees who knew of the performance measures, 69 percent said that they “agree” or “strongly agree,” and 14 percent “disagree” or “strongly disagree” with the statement, “I am familiar with my department, division, or agency’s performance measures.”

Sixty-two percent of the employees who knew of the mission and goals said that they “agree” or “strongly agree,” and 14 percent “disagree” or “strongly disagree,” with the statement, “My department, division, or agency’s mission and goals give direction to my work.” These results are shown in the next chart.



Employees were asked to rate the importance of ten approaches to improving King County service delivery. As shown in the next chart, each approach was rated “not at all important” by some employees and “extremely important” by others.

- “Improving systems to increase efficiency” was rated highest in importance and was one of the highest-rated items in the survey. Eighty-four percent of the employees rated “Improving systems to increase efficiency” a 4 or a 5 on the five-point scale, where five means “extremely important.” Six percent of the employees rated this approach a 2 or a 1, where one means “not at all important.”
- Between 71 and 78 percent of employees rated the following three approaches to improving service delivery a 4 or a 5, “extremely important,” and between six and nine percent rated these a 2 or a 1, “not at all important”: “Investing in equipment and technology so that employees can do their jobs,” “Improving access to information,” and “Increasing the county’s commitment to employees’ work/life balance.”
- Two-thirds of the employees rated the following two approaches a 4 or a 5, “extremely important,” and between 9 and 14 percent rated these a 2 or a 1, “not at all important”: “Allowing more flexibility in employee schedules, telecommuting, and non-traditional work approaches,” and “Focusing on employee training and professional development.”
- Six in ten employees rated the following two approaches a 4 or a 5, “extremely important,” and between 12 and 13 percent rated these a 2 or a 1, “not at all important”: “Enhancing internal communications about issues, opportunities, and King County government in the news,” and “Creating more channels for employee suggestions and comments about service delivery.”
- Between 43 and 45 percent of the employees rated the following two approaches a 4 or a 5, “extremely important,” and 21 percent rated these a 2 or a 1, “not at all important”: “Increasing employee education about the county’s overall vision and direction,” and “Narrowing the range of services delivered to allow more employees time and attention on critical service areas.”



Employees also were given a list of eight possible goals for King County and asked, “Given limited resources, please rank order the three goals that you think should be the highest priority for King County service delivery and decision-making.” The next table shows the percentage of employees that ranked each goal among the top three priorities for service delivery and decision-making.

- “Keeping people safe” was ranked among the top three priorities for King County service delivery and decision-making by 63 percent of employees.
- About four in ten employees ranked “Providing high quality customer service and accountability” and “Promoting transportation, including public transit” among the top three priorities.
- Between 29 and 36 percent of employees ranked “Keeping people healthy,” “Protecting natural resources and the environment,” “Promoting livable and prosperous communities,” and “Serving those most in need” among the top three priorities.
- “Promoting equity and social justice” was ranked among the top three priorities by just 19 percent of employees.

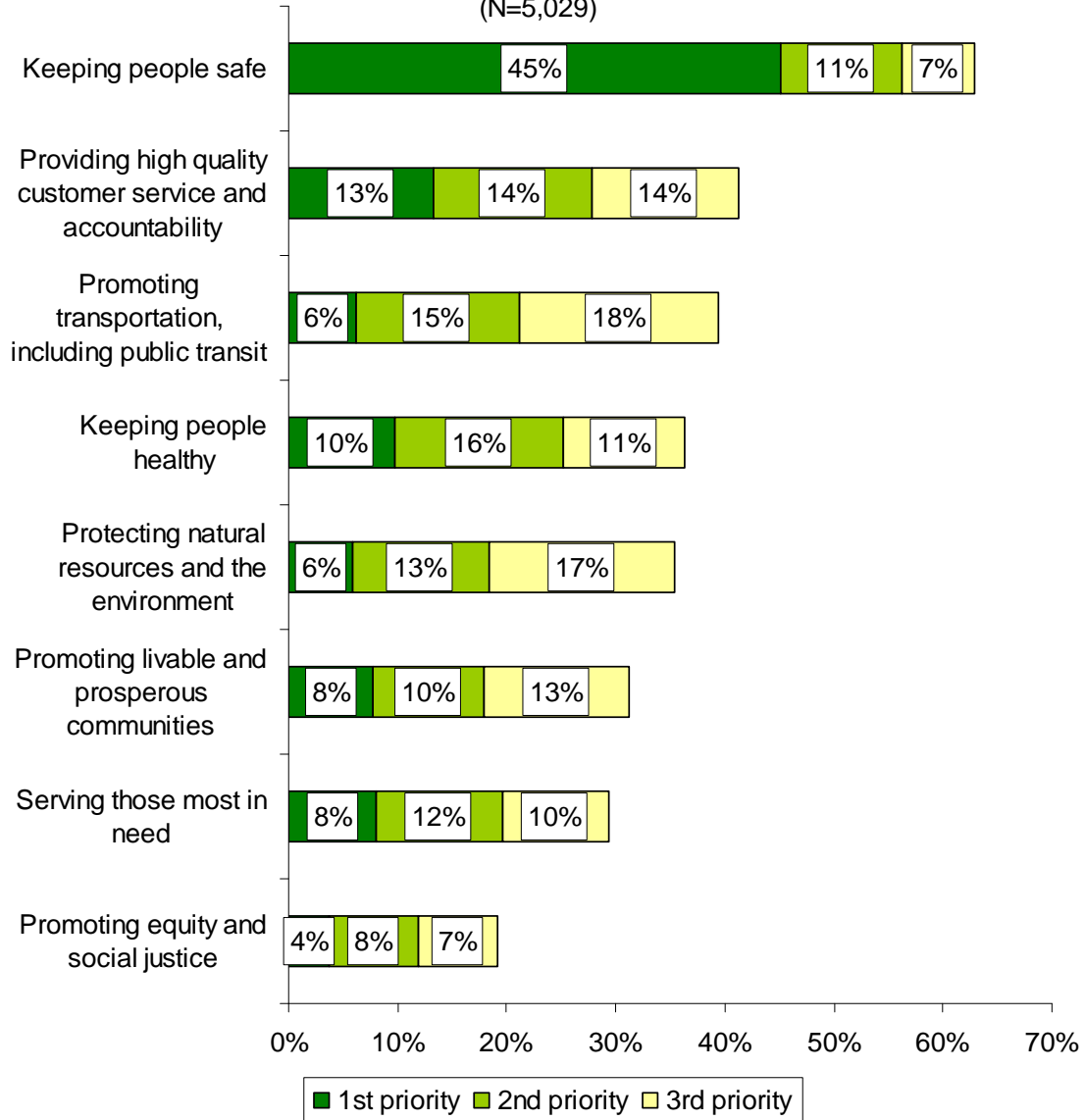
**Percentage of Employees Ranking Each Goal Among Top Three Priorities
for King County Service Delivery and Decision-making**
(N=5,029)

Keeping people safe	63%
Providing high quality customer service and accountability	41%
Promoting transportation, including public transit	39%
Keeping people healthy	36%
Protecting natural resources and the environment	35%
Promoting livable and prosperous communities	31%
Serving those most in need	29%
Promoting equity and social justice	19%

The next table shows the percentages of employees ranking each goal first, second, or third priority for King County service delivery and decision-making. “Keeping people safe” was ranked the top priority by 45 percent of employees. “Promoting equity and social justice,” was ranked the top priority by just four percent of employees.

Top Three Goals for King County Service Delivery and Decision Making

(N=5,029)



Work Location, Supervisory Responsibilities, and Tenure

Analysis of employees' responses based on their work location, supervisory responsibilities, and tenure showed systematic differences among groups of employees.² These differences are described below, and tables detailing the differences between groups are included in the appendix.³

Work Location. Employees who work in downtown Seattle rated ten of the 17 questionnaire items regarding their work experiences significantly more positively than employees who work in other locations, including the item, "I would recommend King County as a good place to work."

Employees who work in downtown Seattle rated "Improving systems to increase efficiency" and "Improving access to information" significantly more important in improving King County service delivery than did employees who work in other locations. However, employees who work in other locations rated "Increasing the county's commitment to employees' work/life balance" and "Focusing on employee training and professional development" significantly more important in improving King County service delivery than did employees who work in downtown Seattle.

Supervisory Responsibilities. Employees with supervisory responsibilities rated nine of the 17 questionnaire items regarding their work experiences significantly more positively than employees without supervisory responsibilities, including the item, "Overall, how satisfied are you with your job?" However, employees with supervisory responsibilities also rated one item, "The departments and agencies in King County are working together to achieve common goals," significantly less positively than employees without supervisory responsibilities.

Employees with supervisory responsibilities rated "Improving systems to increase efficiency," "Improving access to information," and "Narrowing the range of services delivered to allow more employees time and attention on critical service areas" significantly more important in improving King County service delivery than did employees without supervisory responsibilities. However, employees without supervisory responsibilities rated "Increasing the county's commitment to employees' work/life balance," "Allowing more flexibility in employee schedules, telecommuting, and non-traditional work approaches," and "Creating more channels for employee suggestions and comments about service delivery" significantly more important in improving King County service delivery than did employees with supervisory responsibilities.

² Analysis of responses based on employees' job position and union representation also showed systematic differences between groups of employees. These differences are not discussed here since they are similar to differences based on work location and supervisory responsibilities.

³ Differences between groups of employees were tested using a t-test for independent samples or a one-way analysis of variance (*SPSS 15.0 for Windows*, Release 15.0.1.1, 3 July 2007). Results were considered statistically significant when the probability of that outcome occurring by chance was less than .05 ($p < .05$).

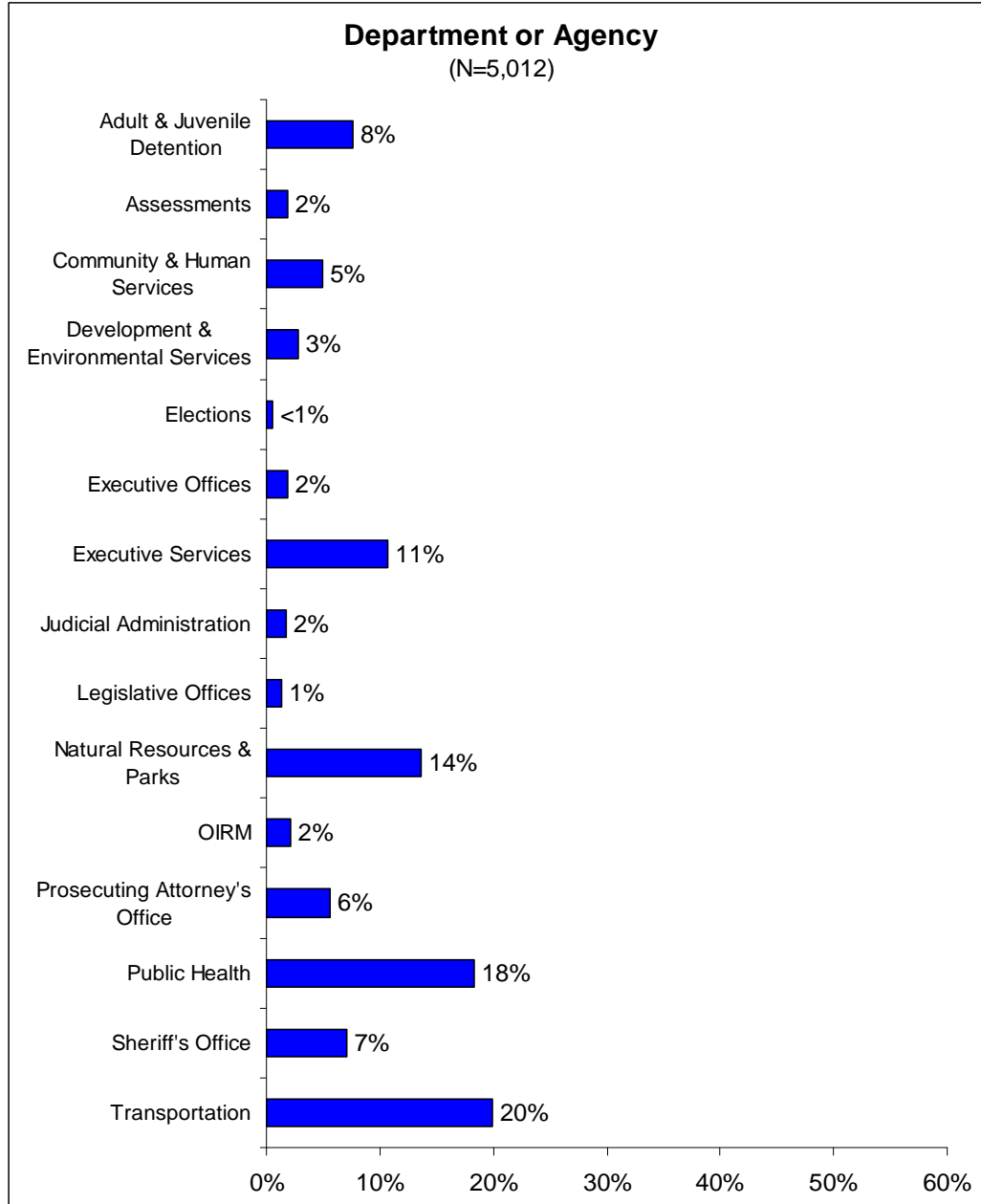
Tenure. Employees who have worked for King County for less than one year rated 12 of the 17 questionnaire items regarding their work experiences significantly more positively than did employees with more tenure, including the items, “I would recommend King County as a good place to work,” and “Overall, how satisfied are you with your job?” However, employees with over 20 years’ experience with King County rated two items significantly more positively than did employees with less tenure: “My work contributes to the success of King County government,” and “I have a clear understanding of what is expected of me in my job.”

As might be expected, employees with less than one year of tenure rated “Increasing employee education about the county’s overall vision and direction” and “Focusing on employee training and professional development” significantly more important in improving King County service delivery than did employees with more tenure. However, employees with 6-10 years of tenure rated four items significantly more important in improving King County service delivery than did other employees: “Improving systems to increase efficiency,” “Improving access to information,” “Allowing more flexibility in employee schedules, telecommuting, and non-traditional work approaches,” and “Creating more channels for employee suggestions and comments about service delivery.”

Employees' Background Information

Employees were asked six background questions: Their department or agency, primary work location, supervisory responsibilities, union representation, position, and tenure with King County.

Employees who participated in the survey represented all 15 departments or agencies included in the survey, as shown in the following table.



The next table shows the distributions of survey participants and employees by department. Some departments or agencies were slightly over-represented in the sample

of survey participants (e.g., Transportation) and some groups were slightly under-represented (e.g., Sheriff's Office) when compared to the distribution of all employees. However, the three largest groups of survey participants work in Transportation, Public Health, and Natural Resources and Parks, as is the case for all employees, and the two distributions shown in the following table are similar.

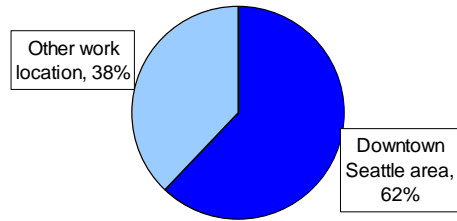
Distributions of Survey Participants and Employees by Department⁴

Department or Agency	Percentages of Survey Participants (N=5,012)	Percentage of Employees (N=10,094)
Adult & Juvenile Detention	8%	10%
Assessments	2%	2%
Community & Human Services	5%	3%
Development & Environmental Services	3%	2%
Elections	<1%	1%
Executive Offices (including OMB and OSPPM)	2%	1%
Executive Services (including FMD, FBOD, HRD, OEM, and RALS)	11%	9%
Judicial Administration	2%	2%
Legislative Offices (including Council, County Auditor, and Ombudsman)	1%	1%
Natural Resources & Parks	14%	16%
Office of Information Resource Management	2%	2%
Prosecuting Attorney's Office	6%	5%
Public Health	18%	20%
Sheriff's Office	7%	10%
Transportation	20%	15%

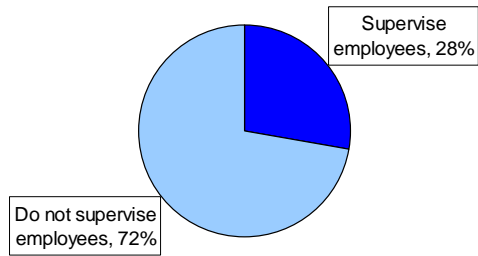
Sixty two percent of employees said that they work in the downtown Seattle area, and 38 percent work in other locations. Twenty-eight percent of employees said that supervising employees is a part of their job, and 72 percent said they had no supervisory responsibilities. Seventy-four percent of employees said they were represented by a union, and 26 percent said they were not. These results are shown in the next three charts.

⁴ The employee information presented in this table is based on the numbers of employees (1) sent email invitations and links to participate in the survey on-line and (2) asked to complete paper copies of the questionnaire. As noted previously, these numbers may differ from employee counts available from other sources, such as Human Resources position counts or FTE counts.

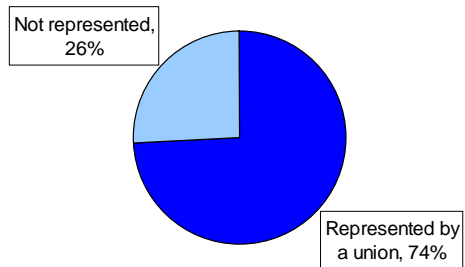
Primary Work Location
(N=5,066)



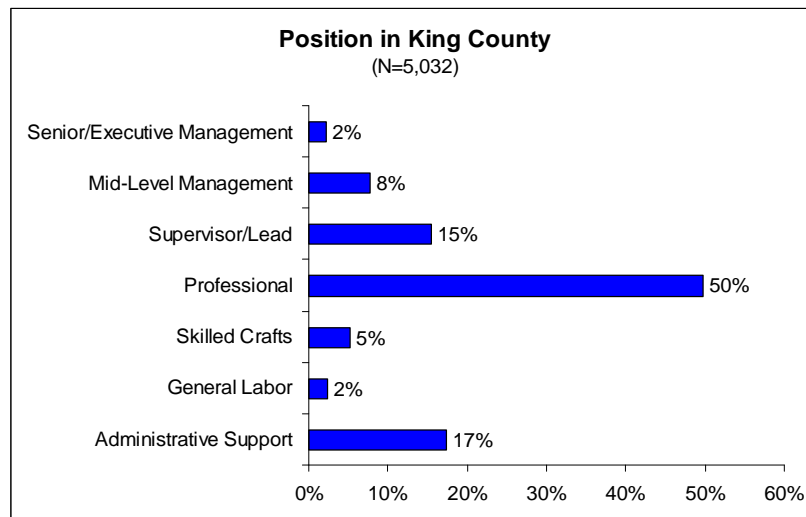
Supervisory Responsibilities
(N=5,033)



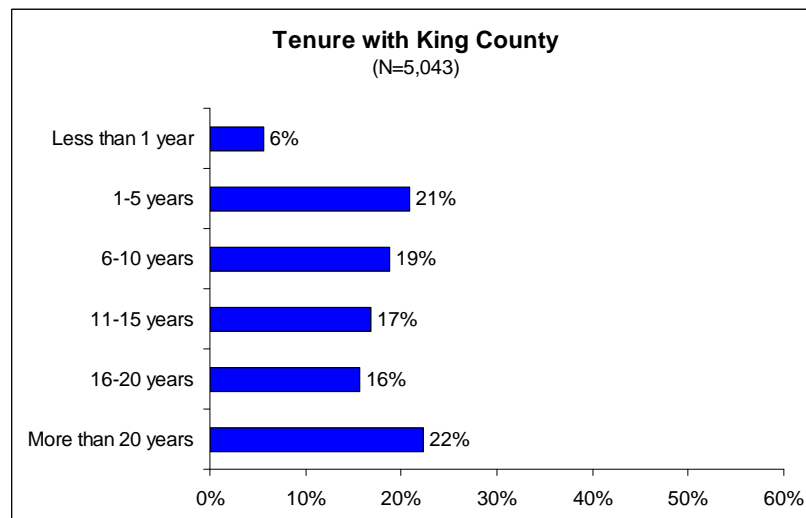
Union Representation
(N=5,029)



Half of the survey respondents said they were, “Professional – non-supervising (e.g., registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech).” One fourth of the employees said that they were managers or supervisors (“Senior/Executive Management,” “Mid-Level Management,” or “Supervisor/Lead”). One fourth of the employees said that they were “Skilled Crafts – non-supervising (e.g., carpenter, metal fabricator, truck driver, heavy equipment operator, electrician),” “General Labor (e.g., custodian, maintenance or parks specialist, facilities or vehicle maintenance),” or “Administrative Support (e.g., administrative specialist, clerical scheduling coordinator, secretary, legal assistant).” These results are shown in the next chart.



Survey participants’ said that they have worked for King County for as little under one year and as much as over 20 years. While only six percent of employees said that they had worked for King County for less than one year, employees were fairly evenly distributed (16% to 22%) across the other five tenure categories, as shown in the next chart.



Key Findings and Conclusions

The King County 2009 employee survey suggests the following key findings and conclusions.

- **Employees consider King County a good place to work.** Responses to several items illustrated employees' positive opinions of working in King County. Over 70 percent of the employees said that they "agree" or "strongly agree" with the statements, "I would recommend King County as a good place to work," "A spirit of teamwork and cooperation exists in my immediate workgroup," and "King County employees are treated with respect regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age." Over 60 percent of the employees said that they were "extremely satisfied" or "very satisfied" with their jobs.
- **There is room for improvement in the way in which King County approaches problem solving.** Employees' responses to several items indicated opportunities for improvements in King County government. Under forty-three percent of the employees said that they "agree" or "strongly agree," and 29 percent or more "disagree" or "strongly disagree," that "King County strives to anticipate and solve problems before they arise," "The departments and agencies in King County are working together to achieve common goals," and "King County is open to new ideas to improve the way we work."
- **To improve service delivery, King County should emphasize improving systems, equipment, technology, and access to information, while also attending to employee needs and training.** Employees' rated these approaches to improving service delivery highest in importance. At least 74 percent of employees rated three approaches to improving service delivery 4 or 5 on a five-point scale where five means "extremely important": "Improving systems to increase efficiency," "Investing in equipment and technology so that employees can do their jobs," and "Improving access to information." Between 68 and 71 percent of the employees rated "Increasing the county's commitment to employees' work/life balance," "Allowing more flexibility in employee schedules and work approaches," and "Focusing on employee training and professional development" a 4 or a 5 on the five-point scale where five means "extremely important."
- **According to employees, "Keeping people safe" should be the most important priority for King County service delivery and decision making.** "Keeping people safe" was ranked among the top three of eight goals for King County service delivery and decision-making by 63 percent of employees. "Providing high quality customer service and accountability" and "promoting transportation, including public transit" were ranked next highest; 41 and 29 percent of employees, respectively, ranked these among the top three goals. "Promoting equity and social justice" was ranked lowest, with 19 percent of employees ranking it among the top three goals.

- **Survey respondents comprise a large group of King County employees.** Courts employees and ATU members were not represented in the survey, and the views of employees who chose to participate in the survey may differ from those who did not participate. However, over 5,000 employees participated in the survey, 51 percent of employees who had the opportunity to do so. The large number of employees who participated in the survey lends credibility to the survey results. These results will provide a baseline to measure changes in employee opinions and experiences over time.

Appendix

- **Email Messages Sent to Employees with Email Addresses**
- **Introductory Statement Included with Paper Copy of Questionnaire**
- **Questionnaire**
- **Survey Results:**
 - Average Ratings in Rank Order**
 - Average Ratings by Work Location**
 - Average Ratings by Supervisory Responsibilities**
 - Average Ratings by Tenure**

First Announcement and Invitation to Participate

Sent July 14, 2009

From: kcexec@kingcounty.gov

Sent: Tuesday, July 14, 2009 12:48 PM

To: kcexec@kingcounty.gov

Subject: King County Employee Survey – We need your opinion!

Dear Employee,

We need your opinion! King County is currently developing a five-year countywide strategic plan which will set the direction of the county. Employees are important to this effort. We'd like your input about county goals and about how to improve service delivery and customer satisfaction. We'd also like to know how you feel about working for King County.

Now more than ever we need to think critically about the work that we do, look for new opportunities to provide the best service possible, and track our progress. This survey will serve as an initial baseline so that we can compare results in the future. Your survey responses will be used to inform the strategic plan, and not used as a management tool.

Please take a few minutes to fill out the employee survey by clicking the link <http://bit.ly/136eWP>.

We appreciate your participation and thank you for all you do.

- Kurt Triplett, King County Executive and the Office of Strategic Planning and Performance Management

Second Announcement and Invitation to Participate

Sent July 16, 2009

From: kcexec@kingcounty.gov
Sent: Thursday, July 16, 2009 10:08 AM
To: ZZGrp, All King County E-Mail Users
Subject: King County Employee Survey - We need your opinion

Dear Employee,

We need your opinion! King County is currently developing a five-year countywide strategic plan which will set the direction of the county. Employees are important to this effort. We'd like your input about county goals and about how to improve service delivery and customer satisfaction. We'd also like to know how you feel about working for King County.

For those of you who have already received this survey, this message is a reminder to please take the survey if you have not already done so.

Now more than ever we need to think critically about the work that we do, look for new opportunities to provide the best service possible, and track our progress. This survey will serve as an initial baseline so that we can compare results in the future. Your survey responses will be used to inform the strategic plan, and not used as a management tool.

Please take a few minutes to fill out the employee survey by clicking the link <http://bit.ly/136eWP>.

We appreciate your participation and thank you for all you do.

- Kurt Triplett, King County Executive and the Office of Strategic Planning and Performance Management

Reminder to Participate

Sent July 28, 2009

From: kcexec@kingcounty.gov
Sent: Tuesday, July 28, 2009 9:23 AM
To: ZZGrp, All King County E-Mail Users
Subject: King County Employee Survey - We need your opinion

Dear Employee,

Thank you very much to each of you who have already responded to the employee survey. **If you have not yet done so, please take a few minutes to complete the survey now so that we can include your views in the countywide strategic plan.** The survey can be accessed by clicking the link <http://bit.ly/136eWP>.

To clarify, the intent of the survey is to get your honest feedback. We have set up the survey so that *there is no way* for the county to connect your answers with you or your computer. Additionally, in order to allow as many of you as possible to participate in the survey, **we are extending the survey deadline to Friday, July 31, 2009.**

We appreciate your participation and thank you for all you do.

- Kurt Triplett, King County Executive and the Office of Strategic Planning and Performance Management

Introductory Statement Included with Paper Copies of Questionnaires
Distributed to Employees without E-mail Addresses
Distributed July 14, 2009

Dear King County Employee:

We need your opinion! King County is currently developing its first-ever countywide strategic plan which will set the direction of the county for the next five years. Employees are really important to this effort. We'd like your input about county goals and about how to improve service delivery and customer satisfaction. We'd also like to know how you feel about working for King County.

Now more than ever we need to think critically about the work that we do, look for new opportunities to provide the best service possible, and track our progress. This survey will serve as an initial baseline so that we can compare results in the future. Your survey responses will be used to inform the strategic plan, not as a management tool. Please take the time to fill out the employee survey by completing the attached survey. We really appreciate your participation!

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King County 2009 Employee Survey

Please take a few minutes to complete the following questions by [clicking on the button or keying/checking the box or writing] in your answer to each question. When you have finished, [please click on the submit button at the end of the questionnaire/seal your completed questionnaire in the attached envelope and mail it to our research consultant] by **July 27, 2009**. All responses will be kept strictly confidential and anonymous. Results will be reported in aggregate form only and used to help guide the King County government strategic planning process. *This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining position.*

Working for King County

1. My work contributes to the success of King County government.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree
2. Overall, how satisfied are you with your job?
☐ Not at all satisfied ☐ Not very satisfied ☐ Somewhat satisfied ☐ Very satisfied ☐ Extremely satisfied
3. I have a clear understanding of what is expected of me in my job.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree
4. A spirit of teamwork and cooperation exists in my immediate workgroup.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree
5. I would recommend King County as a good place to work.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree
6. I receive information from King County that I need to do my job.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree
7. King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree
8. King County is open to new ideas to improve the way we work.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree
9. I have the opportunity to make suggestions to improve our work and the work environment of King County.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree

Providing Service in King County

10. The departments and agencies in King County are working together to achieve common goals.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree

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11. King County strives to anticipate and solve problems before they arise.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree
12. Customer input influences decisions in King County.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree
13. King County seeks feedback/input from customers.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree
14. King County strives to provide high quality customer service.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree

King County Mission, Goals, and Priorities

15. I am familiar with my department, division, or agency's mission and goals.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree ☐ Don't have/ not aware of
16. I am familiar with my department, division, or agency's performance measures.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree ☐ Don't have/ not aware of
17. My department, division, or agency's mission and goals give direction to my work.
☐ Strongly Disagree ☐ Disagree ☐ Neither agree nor disagree ☐ Agree ☐ Strongly Agree ☐ Don't have/ not aware of
18. From your perspective as a King County employee, how important is each of the following in improving King County service delivery? Please rate each priority using a five-point scale where 5 means "extremely important" and 1 means "not at all important."

	Not at all important 1	2	3	4	Extremely important 5
Increasing the county's commitment to employees' work/life balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving systems to increase efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving access to information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhancing internal communications about issues, opportunities, and King County government in the news	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Narrowing the range of services delivered to allow more employee time and attention on critical service areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increasing employee education about the county's overall vision and direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focusing on employee training and professional development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allowing more flexibility in employee schedules, telecommuting, and non-traditional work approaches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creating more channels for employee suggestions and comments about service delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investing in equipment and technology so that employees can do their jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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19. Here is a list of some possible goals for King County government.

A.	Keeping people safe
B.	Serving those most in need
C.	Promoting livable and prosperous communities
D.	Promoting equity and social justice
E.	Providing high quality customer service and accountability
F.	Protecting natural resources and the environment
G.	Keeping people healthy
H.	Promoting transportation, including public transit

Given limited resources, please rank order the three goals that you think should be the highest priority for King County service delivery and decision-making. *(Please enter the letter corresponding to the top three goals in the following spaces.)*

1st. _____
2nd. _____
3rd. _____

Background Questions

20. What is your primary work location?

- ☐ Downtown ☐ Other work
Seattle area location

21. Is supervising employees a part of your job?

- ☐ Yes ☐ No

22. Are you represented by a union?

- ☐ Yes ☐ No

23. Which of the following best describes your position in King County?

- ☐ Senior/Executive Management
☐ Mid-Level Management
☐ Supervisor/Lead
☐ Professional – non-supervising (e.g., registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech)
☐ Skilled Crafts – non-supervising (e.g., carpenter, metal fabricator, truck driver, heavy equipment operator, electrician)
☐ General Labor (e.g., custodian, maintenance or parks specialist, facilities or vehicle maintenance)
☐ Administrative Support (e.g., administrative specialist, clerical, scheduling coordinator, secretary, legal assistant)

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24. In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- ☐ Adult & Juvenile Detention
- ☐ Assessments
- ☐ Community & Human Services
- ☐ Development & Environmental Services
- ☐ Elections
- ☐ Executive Offices (including OMB and OSPPM)
- ☐ Executive Services (Including FMD, FBOD, HRD, OEM, and RALS)
- ☐ Judicial Administration
- ☐ Legislative Offices (Including Council, County Auditor, and Ombudsman)
- ☐ Natural Resources & Parks
- ☐ Office of Information Resource Management
- ☐ Prosecuting Attorney's Office
- ☐ Public Health
- ☐ Sheriff's Office
- ☐ Transportation

25. How long have you worked for King County?

- | | | | | | |
|--|---------------------------------------|--|---|---|--|
| <input type="checkbox"/> Less than
1 year | <input type="checkbox"/> 1-5
years | <input type="checkbox"/> 6-10
years | <input type="checkbox"/> 11-15
years | <input type="checkbox"/> 16-20
years | <input type="checkbox"/> More than
20 years |
|--|---------------------------------------|--|---|---|--|

Thank you very much for your input. Please place this confidential questionnaire in the attached envelope and mail it to our consultant: Mary V. McGuire, 3507 NE 43rd Street, Seattle, WA 98105-5618].

King County 2009 Employee Survey Results

Average Ratings in Rank Order

Average ratings of items 1 to 17 in rank order	Mean	N
My work contributes to the success of King County government.	4.40	5,106
I have a clear understanding of what is expected of me in my job.	4.21	5,059
I am familiar with my department, division, or agency's mission and goals.	4.12	4,907
I would recommend King County as a good place to work.	3.88	5,048
A spirit of teamwork and cooperation exists in my immediate workgroup.	3.86	5,072
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	3.79	5,086
I am familiar with my department, division, or agency's performance measures.	3.73	4,785
King County strives to provide high quality customer service.	3.69	5,066
Overall, how satisfied are you with your job?	3.65	5,092
My department, division, or agency's mission and goals give direction to my work.	3.59	4,892
I receive information from King County that I need to do my job.	3.57	5,051
Customer input influences decisions in King County.	3.45	5,069
King County seeks feedback/input from customers.	3.43	5,050
I have the opportunity to make suggestions to improve our work and the work environment of King County.	3.43	5,067
King County is open to new ideas to improve the way we work.	3.10	5,082
The departments and agencies in King County are working together to achieve common goals.	3.04	5,081
King County strives to anticipate and solve problems before they arise.	2.88	5,072

How important is each of the following in improving King County service delivery? (Average ratings of item 18 in rank order)	Mean	N
Improving systems to increase efficiency	4.28	5,027
Investing in equipment and technology so that employees can do their jobs	4.13	5,006
Improving access to information	4.03	4,975
Increasing the county's commitment to employees' work/life balance	4.00	5,036
Allowing more flexibility in employee schedules, telecommuting, and non-traditional work approaches	3.88	5,009
Focusing on employee training and professional development	3.88	5,002
Enhancing internal communications about issues, opportunities, and King County government in the news	3.73	5,017
Creating more channels for employee suggestions and comments about service delivery	3.72	5,001
Increasing employee education about the county's overall vision and direction	3.35	5,014
Narrowing the range of services delivered to allow more employee time and attention on critical service areas	3.32	4,978

King County 2009 Employee Survey Results

Average Ratings by Work Location

Results in shaded areas differ significantly ($p < .05$).

	What is your primary work location?			
	Downtown Seattle area		Other work location	
	Mean	Valid N	Mean	Valid N
My work contributes to the success of King County government.	4.43	N=3138	4.34	N=1907
Overall, how satisfied are you with your job?	3.64	N=3131	3.67	N=1907
I have a clear understanding of what is expected of me in my job.	4.20	N=3116	4.24	N=1890
A spirit of teamwork and cooperation exists in my immediate workgroup.	3.93	N=3120	3.76	N=1902
I would recommend King County as a good place to work.	3.92	N=3104	3.82	N=1894
I receive information from King County that I need to do my job.	3.60	N=3102	3.52	N=1899
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	3.87	N=3128	3.66	N=1908
King County is open to new ideas to improve the way we work.	3.16	N=3128	3.00	N=1904
I have the opportunity to make suggestions to improve our work and the work environment of King County.	3.49	N=3116	3.33	N=1902
The departments and agencies in King County are working together to achieve common goals.	3.06	N=3132	2.99	N=1899
King County strives to anticipate and solve problems before they arise.	2.92	N=3126	2.80	N=1896
Customer input influences decisions in King County.	3.45	N=3115	3.44	N=1904
King County seeks feedback/input from customers.	3.44	N=3114	3.43	N=1887
King County strives to provide high quality customer service.	3.70	N=3115	3.66	N=1903
I am familiar with my department, division, or agency's mission and goals.	4.13	N=3014	4.09	N=1847
I am familiar with my department, division, or agency's performance measures.	3.72	N=2946	3.74	N=1795
My department, division, or agency's mission and goals give direction to my work.	3.63	N=3016	3.53	N=1851

King County 2009 Employee Survey Results

Average Ratings by Work Location – Continued

Results in shaded areas differ significantly ($p < .05$).

How important is each of the following in improving King County Service Delivery?

	What is your primary work location?			
	Downtown Seattle area		Other work location	
	Mean	Valid N	Mean	Valid N
Increasing the county's commitment to employees' work/life balance	3.97	N=3117	4.05	N=1896
Improving systems to increase efficiency	4.32	N=3114	4.20	N=1893
Improving access to information	4.06	N=3090	3.97	N=1865
Enhancing internal communications about issues, opportunities, and King County government in the news	3.72	N=3111	3.74	N=1886
Narrowing the range of services delivered to allow more employee time and attention on critical service areas	3.31	N=3080	3.32	N=1879
Increasing employee education about the county's overall vision and direction	3.36	N=3105	3.31	N=1891
Focusing on employee training and professional development	3.85	N=3103	3.92	N=1881
Allowing more flexibility in employee schedules, telecommuting, and non-traditional work approaches	3.89	N=3104	3.86	N=1885
Creating more channels for employee suggestions and comments about service delivery	3.71	N=3097	3.74	N=1886
Investing in equipment and technology so that employees can do their jobs	4.11	N=3103	4.15	N=1884

King County 2009 Employee Survey Results

Average Ratings by Supervisory Responsibilities

Results in shaded areas differ significantly ($p < .05$).

	Is supervising employees a part of your job?			
	Yes		No	
	Mean	Valid N	Mean	Valid N
My work contributes to the success of King County government.	4.53	N=1394	4.35	N=3619
Overall, how satisfied are you with your job?	3.73	N=1390	3.62	N=3617
I have a clear understanding of what is expected of me in my job.	4.25	N=1383	4.20	N=3591
A spirit of teamwork and cooperation exists in my immediate workgroup.	4.04	N=1385	3.80	N=3608
I would recommend King County as a good place to work.	3.88	N=1378	3.88	N=3591
I receive information from King County that I need to do my job.	3.58	N=1379	3.57	N=3591
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	3.88	N=1389	3.75	N=3616
King County is open to new ideas to improve the way we work.	3.14	N=1387	3.08	N=3615
I have the opportunity to make suggestions to improve our work and the work environment of King County.	3.62	N=1382	3.36	N=3605
The departments and agencies in King County are working together to achieve common goals.	2.94	N=1393	3.07	N=3607
King County strives to anticipate and solve problems before they arise.	2.87	N=1392	2.88	N=3600
Customer input influences decisions in King County.	3.56	N=1386	3.40	N=3602
King County seeks feedback/input from customers.	3.47	N=1378	3.42	N=3593
King County strives to provide high quality customer service.	3.70	N=1388	3.69	N=3598
I am familiar with my department, division, or agency's mission and goals.	4.29	N=1367	4.05	N=3464
I am familiar with my department, division, or agency's performance measures.	3.90	N=1333	3.66	N=3375
My department, division, or agency's mission and goals give direction to my work.	3.71	N=1361	3.55	N=3476

King County 2009 Employee Survey Results
Average Ratings by Supervisory Responsibilities – Continued
Results in shaded areas differ significantly ($p < .05$).

How important is each of the following in improving King County Service Delivery?

	Is supervising employees a part of your job?			
	Yes		No	
	Mean	Valid N	Mean	Valid N
Increasing the county's commitment to employees' work/life balance	3.94	N=1382	4.02	N=3597
Improving systems to increase efficiency	4.33	N=1382	4.26	N=3591
Improving access to information	4.08	N=1366	4.01	N=3556
Enhancing internal communications about issues, opportunities, and King County government in the news	3.72	N=1379	3.73	N=3583
Narrowing the range of services delivered to allow more employee time and attention on critical service areas	3.40	N=1372	3.28	N=3552
Increasing employee education about the county's overall vision and direction	3.35	N=1380	3.34	N=3581
Focusing on employee training and professional development	3.84	N=1374	3.89	N=3576
Allowing more flexibility in employee schedules, telecommuting, and non-traditional work approaches	3.65	N=1379	3.97	N=3575
Creating more channels for employee suggestions and comments about service delivery	3.60	N=1374	3.77	N=3575
Investing in equipment and technology so that employees can do their jobs	4.15	N=1379	4.12	N=3573

King County 2009 Employee Survey Results

Average Ratings by Tenure

Results in shaded areas differ significantly ($p < .05$).

	How long have you worked for King County?											
	Less than 1 year		1-5 years		6-10 years		11-15 years		16-20 years		Over 20 years	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
My work contributes to the success of King County government.	4.28	N=283	4.37	N=1047	4.39	N=945	4.40	N=845	4.41	N=783	4.45	N=1119
Overall, how satisfied are you with your job?	3.81	N=284	3.62	N=1048	3.64	N=939	3.65	N=844	3.62	N=784	3.68	N=1116
I have a clear understanding of what is expected of me in my job.	4.13	N=280	4.15	N=1040	4.22	N=937	4.26	N=839	4.20	N=781	4.28	N=1105
A spirit of teamwork and cooperation exists in my immediate workgroup.	4.13	N=283	3.86	N=1041	3.79	N=940	3.88	N=836	3.80	N=782	3.92	N=1116
I would recommend King County as a good place to work.	4.15	N=275	3.99	N=1043	3.87	N=931	3.84	N=838	3.80	N=776	3.82	N=1111
I receive information from King County that I need to do my job.	3.88	N=283	3.57	N=1042	3.54	N=936	3.55	N=838	3.53	N=778	3.57	N=1100
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	4.29	N=282	4.05	N=1044	3.78	N=942	3.67	N=845	3.65	N=781	3.61	N=1118
King County is open to new ideas to improve the way we work.	3.50	N=282	3.14	N=1046	3.04	N=939	3.06	N=842	3.05	N=781	3.08	N=1118
I have the opportunity to make suggestions to improve our work and the work environment of King County.	3.69	N=282	3.46	N=1041	3.43	N=938	3.38	N=838	3.37	N=783	3.43	N=1112
The departments and agencies in King County are working together to achieve common goals.	3.48	N=283	3.09	N=1045	3.01	N=942	2.99	N=841	3.00	N=782	2.96	N=1115
King County strives to anticipate and solve problems before they arise.	3.37	N=282	2.97	N=1045	2.81	N=941	2.81	N=839	2.84	N=780	2.81	N=1112
Customer input influences decisions in King County.	3.56	N=282	3.43	N=1042	3.40	N=942	3.43	N=837	3.45	N=784	3.48	N=1109
King County seeks feedback/input from customers.	3.59	N=280	3.46	N=1038	3.39	N=942	3.40	N=838	3.42	N=780	3.42	N=1101
King County strives to provide high quality customer service.	3.91	N=280	3.72	N=1035	3.70	N=945	3.64	N=836	3.66	N=785	3.66	N=1114
I am familiar with my department, division, or agency's mission and goals.	4.07	N=261	4.11	N=997	4.16	N=908	4.14	N=824	4.06	N=757	4.13	N=1091
I am familiar with my department, division, or agency's performance measures.	3.77	N=254	3.69	N=979	3.71	N=895	3.76	N=796	3.71	N=735	3.77	N=1058
My department, division, or agency's mission and goals give direction to my work.	3.89	N=259	3.68	N=1006	3.60	N=916	3.56	N=818	3.52	N=751	3.52	N=1094

King County 2009 Employee Survey Results

Average Ratings by Tenure – Continued

Results in shaded areas differ significantly ($p < .05$).

How important is each of the following in improving King County Service Delivery?

	How long have you worked for King County?											
	Less than 1 year		1-5 years		6-10 years		11-15 years		16-20 years		Over 20 years	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
Increasing the county's commitment to employees' work/life balance	3.93	N=277	3.97	N=1040	4.07	N=940	4.04	N=841	3.98	N=778	4.00	N=1113
Improving systems to increase efficiency	4.35	N=277	4.28	N=1039	4.39	N=940	4.27	N=841	4.22	N=776	4.22	N=1111
Improving access to information	3.99	N=274	3.98	N=1033	4.13	N=925	4.01	N=836	4.00	N=768	4.04	N=1096
Enhancing internal communications about issues, opportunities, and King County government in the news	3.71	N=277	3.70	N=1036	3.79	N=935	3.71	N=842	3.73	N=775	3.74	N=1108
Narrowing the range of services delivered to allow more employee time and attention on critical service areas	3.32	N=273	3.26	N=1032	3.31	N=924	3.38	N=834	3.27	N=769	3.37	N=1106
Increasing employee education about the county's overall vision and direction	3.53	N=276	3.37	N=1038	3.36	N=935	3.37	N=841	3.27	N=773	3.31	N=1109
Focusing on employee training and professional development	4.01	N=276	3.86	N=1030	3.93	N=936	3.95	N=841	3.84	N=771	3.80	N=1107
Allowing more flexibility in employee schedules, telecommuting, and non-traditional work approaches	3.92	N=276	3.88	N=1036	3.99	N=935	3.90	N=838	3.91	N=773	3.76	N=1108
Creating more channels for employee suggestions and comments about service delivery	3.60	N=275	3.69	N=1036	3.80	N=933	3.74	N=836	3.75	N=773	3.69	N=1106
Investing in equipment and technology so that employees can do their jobs	4.18	N=274	4.08	N=1032	4.19	N=937	4.13	N=842	4.09	N=771	4.15	N=1107